

## 017 - COUNTY EXECUTIVE OFFICE

### Operational Summary

#### Mission:

The mission of the County Executive Office is to support and implement Board policy and direction through corporate direction and leadership, communication and coordination of strategic and regional planning, and to ensure effective service delivery through efficient management of the County's workforce and resources.

#### At a Glance:

Total FY 2003-2004 Projected Expend + Encumb:	19,536,786
Total Recommended FY 2004-2005 Budget:	17,735,089
Percent of County General Fund:	0.72%
Total Employees:	106.00

#### Strategic Goals:

- Goal 1: Facilitate, support and ensure the implementation of decisions by the Board of Supervisors.
- Goal 2: Improve County government's effectiveness in addressing community issues and needs.
- Goal 3: Ensure the financial strength and integrity of the County of Orange.
- Goal 4: Preserve and advance the regional services and infrastructure that the Orange County community relies upon by working collaboratively with other levels of government and community based organizations to ensure that regional issues and needs are addressed.

#### Key Outcome Indicators:

Performance Measure	2003 Business Plan Results	2004 Business Plan Target	How are we doing?
<b>BOARD RATING OF CEO SUPPORT</b> <b>What:</b> Board Members rate quality of support provided by CEO <b>Why:</b> To provide CEO with feedback on quality of support provided to the Board	As a cost-saving measure, the CEO delayed utilizing a consultant to conduct the survey	CEO will examine feasibility of conducting survey in-house	Not applicable
<b>AGENCY/DEPARTMENT RATING VALUE OF CEO'S STRATEGIC, FINANCIAL, TECHNOLOGY AND HUMAN RESOURCES SUPPORT</b> <b>What:</b> Feedback on agency/department assessment of CEO's strategic, financial, technology and HR support <b>Why:</b> To measure the effectiveness of leadership and services provided by the CEO to agencies/departments	As a cost-saving measure, the CEO delayed utilizing a consultant to conduct the survey	CEO will examine feasibility of conducting survey in-house	Not applicable
<b>COUNTY OF ORANGE CREDIT RATINGS</b> <b>What:</b> Ratings by major bond rating companies (Moody's, S&P, Fitch) <b>Why:</b> Credit ratings are indicative of financial credit worthiness and factor into borrowing costs	Maintain County's rating	Maintain / Improve rating	The County has managed to maintain its credit rating at the same time California's rating slides

## Budget Units Under Agency Control

No.	Agency Name	County Executive Office	County Financial Office	Information & Technology	Infrastructure & Environmental Services	Government Public Services	Total
14B	County Public Safety Sales Tax Excess Revenue	0	55,734,419	0	0	0	55,734,419
14L	Local Law Enforcement Block Grant	0	88,640	0	0	0	88,640
14U	Court Facilities	0	2,393,934	0	0	0	2,393,934
14V	Debt Prepayment	0	94,045,566	0	0	0	94,045,566
14X	Tobacco Settlement	0	1,281,034	0	0	0	1,281,034
14Y	Indemnification Reserve	0	20,092	0	0	0	20,092
14Z	Litigation Reserve	0	3,633,589	0	0	0	3,633,589
15J	Pension Obligation Bonds Debt Service	0	17,102,523	0	0	0	17,102,523
15P	Refunding Recovery Bonds	0	60,353,925	0	0	0	60,353,925
15S	Designated Special Revenue	0	26,618,428	0	0	0	26,618,428
289	Information & Technology Internal Service Fund	0	0	54,339,116	0	0	54,339,116
293	Workers' Compensation Internal Service Fund	0	47,793,602	0	0	0	47,793,602
294	Property And Casualty Risk Internal Service Fund	0	35,005,848	0	0	0	35,005,848
599	O. C. Special Financing Authority Debt Service	0	73,265,260	0	0	0	73,265,260
9A0	Public Financing Program (Pgm III)	0	44,408,021	0	0	0	44,408,021
9B0	Public Financing Program (Pgm V)	0	99,725,977	0	0	0	99,725,977
9C0	Public Financing Program (Pgm VI)	0	253,979,194	0	0	0	253,979,194
Total		5,611,758	1,256,715,750	71,099,240	308,495	2,238,214	1,335,973,457

## Key Outcome Indicators: (Continued)

Performance Measure	2003 Business Plan Results	2004 Business Plan Target	How are we doing?
<b>COUNTY PROPOSED BUDGET CONSISTENCY, MEASURED IN DOLLARS AND PROJECTS, TO STRATEGIC FINANCIAL PLAN</b> <b>What:</b> Indicates extent to which departments consider SFP in developing programs/budget <b>Why:</b> The annual budget implements the first year of the SFP requiring the two to be consistent	The budget for 03-04 is \$558 million and includes \$37 million in cost reductions/one-time revenue measures. One additional strategic priority, Preventative Maintenance was added to the budget in addition to the seven included in the approved 2003 SFP	The Plan for 04-05 is \$546 million. This Plan uses the basic concept of "limits" and limited use of reserves to bring projected costs into line with projected revenues	Including the 2004 Plan, the last three SFPs have focused on reduced resources. The 03-04 proposed budget and the 04-05 preliminary budget were/are consistent with their respective financial plans
<b>LOCAL GOVERNMENT RATINGS OF REGIONAL SERVICES AND COORDINATION PROVIDED BY THE COUNTY</b> <b>What:</b> Feedback on percent of local government officials who positively rate Orange County CEO leadership <b>Why:</b> Provides CEO with an indicator of the quality of leadership the office is providing to the community	As a cost-saving measure, the CEO delayed utilizing a consultant to conduct the survey	CEO will examine feasibility of conducting survey in-house	Not applicable
<b>LEGISLATIVE AGENDA</b> <b>What:</b> Publish weekly Board of Supervisors' Legislative Bulletin with recommendations at Board Meetings <b>Why:</b> Provides CEO a measure of success in defining legislative agenda and achieving favorable results	As a cost-saving measure, the CEO delayed utilizing a consultant to conduct the survey	CEO will examine feasibility of conducting survey in-house	Not applicable

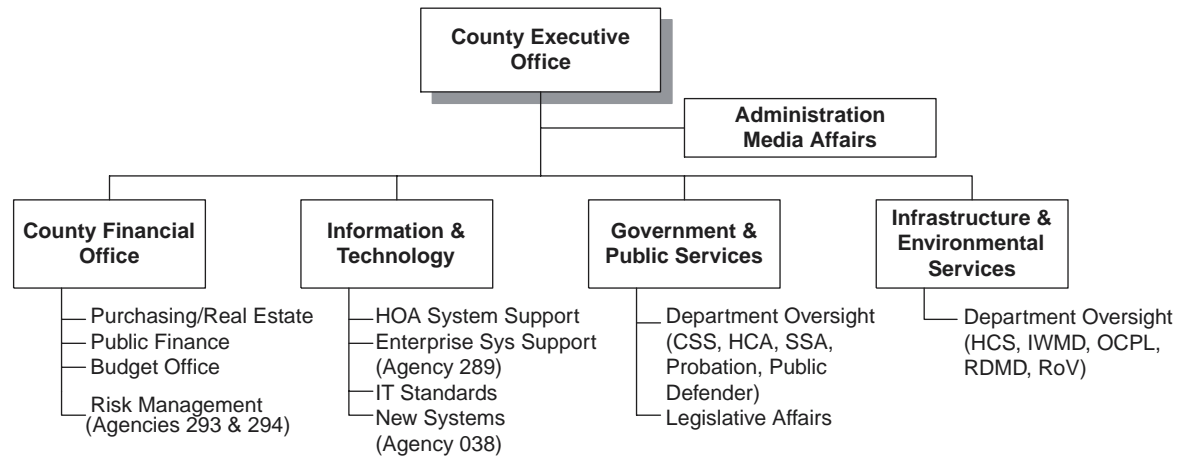
## FY 2003-2004 Key Project Accomplishments:

- GOAL 1: Facilitate, support and ensure the implementation of decisions by the Board of Supervisors
- The 2003 County Strategic Financial Plan was adopted by the Board in March, 2003
- The 2004 Business Plan process was implemented with final plans due in March, 2004
- Conducted two public Budget Workshops to provide the Board with up-to-date information and data to assist the Board in becoming familiar with the fiscal challenges facing the County in the up-coming Fiscal Year, and to assist the Board in making the necessary decisions to adopt the FY 2003-04 County Budget
- On a weekly basis, brief each of the Board EAs as well as each Board member regarding up-coming agenda items as well as other off-agenda items to assist each Board office in preparing for up-coming Board meetings, and to keep them apprised of other off-agenda items
- Published weekly legislative bulletins, the Legislative Scorecard for 2003, 14 Washington reports and three Sacramento reports
- Under the Board adopted Legislative Platform and procedures, monitored State legislative activity closely to assess potential impacts to the 2003-04 Budget
- The Community Indicators Report was updated and published in March 2004
- Completed labor contract negotiations and obtained Board approval of initial agreements for In-Home Supportive Services Public Authority (IHSS) and MOUs with Orange County Managers Association (OCMA), Association of Orange County Deputy Sheriffs (AOCDS) and Orange County Attorneys' Association (OCAA)

- Made significant progress on standardizing procurement solicitation and contract documents for human services, public works and architect-engineer procurements
- Began initial implementation of the Ad Hoc RFP Committee recommendations adopted by the Board
- Purchased all commercial insurance protecting County assets and provided these services to the new In-Home Support Services per Board directive
- GOAL 2: Improve County government's effectiveness in addressing community issues and trends
- Provided training to County employees in core areas such as: LEAD, executive development and coaching, performance management and EEO. In addition, Labor Relations launched the "Bringing Out the Best in You" training program available to all non-supervisory employees and "Implementing Improvement Plans" for supervisors and managers
- The County continued discussions with labor organizations regarding the review and restructuring of Labor Management Committees
- The Countywide employee recognition programs, "Person to Person" and the "Spotlight Awards" were implemented
- Developed the framework and general design for an Employee Orientation Program
- Assessments of the County's performance management programs were conducted to obtain information on how to enhance/improve these programs and make them more meaningful
- Implemented a new standardized County website/homepage format
- Successfully implemented new search engine capability for the County web site that provides more accurate search results for internal staff and visitors to the site
- Provided IT technical assistance to the Registrar of Voters to support the California Special Election
- GOAL 3: Ensure the financial strength and integrity of the County of Orange
- Developed 2003 Strategic Financial Plan approved by the Board in March 2003
- Issued \$100 million in bonds for loan originations in Orange and Los Angeles Counties through SCHFA/CalHFA, a joint partnership with the State of California in Orange and Los Angeles Counties
- Presented a balanced budget for 2003-04 which was adopted by the Board on June 24, 2003
- Maintained Moody's and Standard & Poor's credit ratings of Aa2 and A+, respectively, at the same time that the State of California's credit rating slips
- Conducted summer investor relations meetings in New York
- Improved coordination with Orange County Employees Retirement System on various retirement-related policy and financial issues and reached agreement on the ARBA (Additional Retirement Benefit Account) which offers assurance to retirees on continued healthcare subsidies which provide a three-year reserve to continue retiree health grants
- Completed the consent process with MBIA which removed the lien of the 1996 Recovery Certificates of Participation for eight County properties and which will allow the County to undertake other potential projects with these properties
- Issued the Orange County Development Agency, Tax Allocation Refunding Bonds, Series 2003 for Santa Ana Heights in the amount of \$38.48 million which resulted in using \$10 million of prior bond proceeds for debt principal reduction and the present-value savings to the OCDA in the amount of \$5.2 million or 10.9% of the 1993 Bonds refunded
- Developed strategies to secure new insurance protection and avoid new liability exposures related to terrorism
- Developed and implemented comprehensive safety, loss prevention and insurance programs for the County
- Issued numerous Countywide master contracts to secure volume discounts and reduce duplicative procurement solicitations

- Conducted and/or coordinated deputy purchasing agent training classes that focused on cost and financial risk reduction including negotiations and insurance
- Completed 168 facility inspections; conducted 142 training classes for 2,042 employees; completed 136 ergonomic consultations and 11 Department Safety Program evaluations to improve safety and loss prevention capacity; continued active liaison and training with Departmental Safety Representatives
- Initiated a collaborative process utilizing a committee of agency/department representatives to obtain buy-in and recommendations on a comprehensive and integrated financial plan and biennial budget process
- Redesigned the quarterly budget report to include more in-depth information on the status of the County's revenues, expenditures, Net County Cost, budgeted positions and various agency/departmental budgeted issues
- Prepared four quarterly budget reports for the Board to update the 2003-04 annual budget
- Successfully implemented a pilot program with Adobe Online Forms/Workflow software to evaluate the potential cost savings of converting paper to electronic media as well as improving County business processes
- Successfully implemented a CEO and Board of Supervisors approved one-year County pilot project using County staff to provide hands-on document imaging support to agencies/departments. Use of the County team has provided improved services to agencies/departments and reduced costs for scanning by 30 - 50%
- Moved Enterprise Data Center administrative and technical staff from existing computer room space to other County space, then leased the vacant computer room to the ACS contractor, which, in turn, generated \$1.5 million in funds used to offset data center operations costs to constituents
- Developed comprehensive policy adopted by the Board and related procedures for controlling costs through tightened control over contract cost contingency increases
- Generated substantial revenues in the sale of surplus properties
- Withdrew eight properties from the 1996 Recovery Certificates of Participation (COPS)
- Goal 4: Preserve and advance the interest of the Orange County Community by working with other levels of government and ensuring regional issues and needs are addressed
- Completed a very active and successful legislative program in Sacramento and Washington, D.C.
- Facilitated and coordinated, with other public agencies, the annexation of 17 small, County islands into three cities
- Countywide child care services were enhanced by opening 49 new licensed child care programs to serve an additional capacity of 3,695 children
- Labor Relations continued tracking and monitoring legislation relating to workforce, employment and benefits issues as developments occurred during the legislative session and coordinated with CSAC and the CEO's Legislative Affairs to provide information on potential impacts and articulated positions
- Established a City/County Working Group consisting of City Managers and County executive management staff to discuss common issues and develop ways to work together to find ways to address those issues
- Worked closely with the Local Agency Formation Commission (LAFCO) to develop strategies to address regional issues and regional service delivery
- In collaboration with other public agencies, prepared and published the 2004 Community Indicators Report which annually monitors major trends on several topics, and presented the Report to the Board of Supervisors and the Orange County Forum in March of 2004
- Labor Relations continued to implement and coordinate the County's Rideshare Program in compliance with South Coast Air Quality Management District rules

## Organizational Summary



**COUNTY EXECUTIVE OFFICE** - Provides corporate leadership and oversight to assure implementation of Board policies and directions. The CEO has seven direct reports and budget oversight responsibility for all County departments.

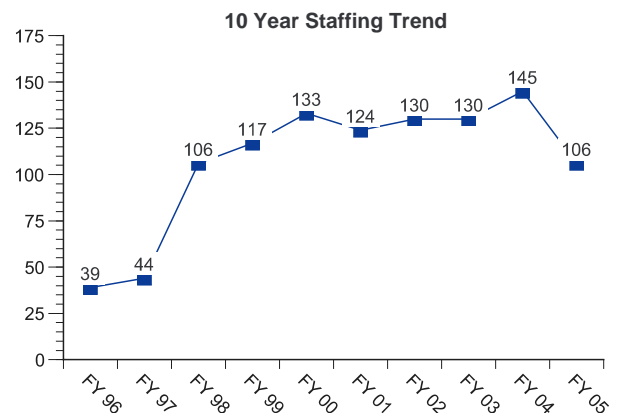
**COUNTY FINANCIAL OFFICE** - Provides leadership and oversight of the overall financial operations of the County. Major responsibilities include long-range strategic financial planning, public finance, risk management, budget, corporate business planning, corporate purchasing, and real estate support.

**INFORMATION & TECHNOLOGY** - Provides leadership in the strategic planning, implementation, and overall best practices operations of corporate information technology to achieve County goals and objectives. Major responsibilities include the County IT Strategic Plan, IT Standards, IT Governance model oversight and management, IT policy development, Enterprise Data Center operations, local and wide area network operations applications development and programming, IT Assessments and telecommunications.

**INFRASTRUCTURE & ENVIRONMENTAL SERVICES** - Provides leadership and oversees management of the following county agencies/departments: Housing & Community Services, Resources & Development Management, Public Library, Integrated Waste Management Department, and Registrar of Voters. Coordinates service delivery and policy development of key countywide regional services to accomplish county corporate and regional goals.

**GOVERNMENT PUBLIC SERVICES** - Provides leadership in planning and establishing effective governance structures and relationships to accomplish county corporate and regional goals. Oversees management of the following County agencies/departments: Social Services Agency, Health Care Agency, Probation, Public Defender, and Child Support Services. Other major responsibilities include coordination of all Federal and State legislative advocacy efforts, and the County's External Restructuring Program.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- FY 97/98 - As a result of County restructuring, the Office of Human Resources (HR), Purchasing, Real Estate, and the Records Management Program (Record Center), and an accompanying 62 positions, merged into the County Executive Office. Prior to FY 97/98, the Office of HR was an independent operating agency, and

Purchasing, Real Estate, and the County Records Center were divisions within General Services Agency, which was disbanded during the restructuring process.

- FY 98/99 - Positions increased to support strategic priorities and other activities, such as Real Estate, Homeless Issues Coordination, and El Toro Master Development Program. This included position transfers from other operating agencies, i.e., PF&RD and HCD, to the CEO, as well as some limited-term positions.
- FY 99/00 - Positions increased to support strategic priorities. This included a position transfer from SSA, ongoing program support conversions from extra help to regular, and limited-term positions to support the El Toro Master Development Program.
- FY 00/01 - Positions decreased as limited-term positions related to El Toro MCAS were deleted.
- FY 01/02 - One position added to Human Resources for clerical support of the Volunteer Program and virtual employment center. Two long term extra help positions converted to regular positions, one for Strategic Affairs to support Media Relations and one to support CEO Administration. Four positions transferred in from Data Systems to support the Hall of Administration. In the Final Budget one additional position added in Purchasing to jointly support both Children and Families Commission and the LRA. Mid year, in 00-01, four positions transferred from CEO to the Local Redevelopment Authority and two positions added for the Watershed Program and child care coordination.
- FY 02/03 - One position transferred to Housing and Community Development for coordination of homeless issues. One position transferred in from Information and Technology ISF to provide purchasing support.
- FY 03/04 - One position deleted in Human Resources as a result of the Strategic Financial Plan reductions. Two positions transferred in to support the new federal mandate for Health Insurance Portability and Accountability Act (HIPAA). Ten positions transferred in from Employee Benefits as Limited Term for CEO IT pilot project for scanning County documents. Four positions

added as an augmentation to CEO purchasing to accomplish the goals of the Board's Ad Hoc Committee recommendations.

- FY 04/05 - The CEO Reorganization was approved by the Board, and adopts a Deputy CEO approach to improve the span of control. Eight positions were deleted, two positions were transferred out, and two positions, one Deputy CEO and one Executive Secretary were added to accomplish this reorganization. Human Resources became a distinct department, while the CEO retains the ten positions for Labor Relations. Ten positions under the CIO were transferred to agency 289 to provide scanning services for the County.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The County Executive Office will lead the Board's strategic planning process, update the Strategic Financial Plan and continue development and implementation of the County's Corporate Management System, integrate and coordinate regional planning efforts, provide leadership in the development of the County's human resources, technology, financial and administrative functions, and support the Board in developing and pursuing the Orange County Legislative Platform.

### Changes Included in the Recommended Base Budget:

Appropriations include a decrease in excess of \$2.1 million in salaries, which includes the changes approved by the Board for the CEO reorganization, including the deletion of 8 positions, and the reformation of HR as a separate agency. Also included is a reduction of \$875,000 in four areas of the Economic Development program, affecting tourism, business council, arts and film.



## Proposed Budget and History:

Sources and Uses	FY 2002-2003 Actual	FY 2003-2004 Budget As of 3/31/04	FY 2003-2004 Projected <sup>(1)</sup> At 6/30/04	FY 2004-2005 Recommended	Change from FY 2003-2004 Projected	
					Amount	Percent
Total Positions	-	137	137	106	(31)	-22.63
Total Revenues	2,727,184	2,293,066	2,324,015	2,184,309	(139,706)	-6.01
Total Requirements	17,937,006	21,029,891	21,176,664	17,735,089	(3,441,575)	-16.25
Net County Cost	15,209,821	18,736,825	18,852,649	15,550,780	(3,301,869)	-17.51

(1) Requirements include prior year encumbrances and expenditures. Therefore, the above totals may not match FY 2003-2004 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: County Executive Office in the Appendix on page 447.

## Highlights of Key Trends:

- The most significant challenge faced by County government has been, and continues to be, the uncertainty of the State budget cuts and their potential impact on County services. This daunting task includes addressing the potential impacts of another major property tax revenue shift from the County ranging as high as \$69 million and the potential result of key program reductions as recommended in the Governor's budget proposal released on January 10, 2004.
- The County Executive Office, where possible, has developed strategies and approaches to identify alternatives for the Board and the Legislature to minimize local impacts. The County Executive Office continues to focus on identifying various financial options for the Board of Supervisors to utilize in addressing potential impacts from these budget scenarios. CEO staff will continue to tightly monitor our expenditures and has maintained a limited hiring freeze.

## Budget Units Under Agency Control

No.	Agency Name	County Executive Office	County Financial Office	Information & Technology	Infrastructure & Environmental Services	Government Public Services	Total
004	Miscellaneous	0	196,814,204	0	0	0	196,814,204
016	Recovery Cop Lease Financing	0	65,979,848	0	0	0	65,979,848
017	County Executive Office	5,611,758	7,815,601	1,761,021	308,495	2,238,214	17,735,089
019	Capital Acquisition Financing	0	8,855,546	0	0	0	8,855,546
036	Capital Projects	0	28,145,688	0	0	0	28,145,688
038	Data Systems Development Projects	0	0	14,999,103	0	0	14,999,103
081	Trial Courts	0	65,456,349	0	0	0	65,456,349
099	Provision For Contingencies	0	5,000,000	0	0	0	5,000,000
104	Criminal Justice Facilities - Accumulative Capital	0	8,300,321	0	0	0	8,300,321
105	Courthouse Temporary Construction	0	3,007,652	0	0	0	3,007,652
135	Real Estate Development Program	0	2,526,591	0	0	0	2,526,591
13A	Litigation Reserve - Escrow Agent FTCL	0	186,030	0	0	0	186,030
13J	Children'S Waiting Room	0	630,030	0	0	0	630,030
13N	Orange County Tobacco Settlement	0	36,111,293	0	0	0	36,111,293
145	Revenue Neutrality Fund	0	12,436,545	0	0	0	12,436,545



## 017 - COUNTY EXECUTIVE OFFICE

### Summary of Proposed Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2002-2003 Actual	FY 2003-2004 Budget As of 3/31/04	FY 2003-2004 Projected <sup>(1)</sup> At 6/30/04	FY 2004-2005 Recommended	Change from FY 2003-2004 Projected	
					Amount	Percent
Charges For Services	\$ 2,304,618	\$ 2,194,623	\$ 2,223,298	\$ 2,115,309	\$ (107,989)	-4.86%
Miscellaneous Revenues	22,567	0	2,274	0	(2,274)	-100.00
Other Financing Sources	400,000	98,443	98,443	69,000	(29,443)	-29.91
<b>Total Revenues</b>	<b>2,727,184</b>	<b>2,293,066</b>	<b>2,324,015</b>	<b>2,184,309</b>	<b>(139,706)</b>	<b>-6.01</b>
Salaries & Benefits	10,949,007	12,024,532	11,424,367	9,950,135	(1,474,232)	-12.90
Services & Supplies	7,522,645	10,018,006	10,939,263	8,232,080	(2,707,183)	-24.75
Services & Supplies Reimbursements	(246,735)	(367,000)	(404,099)	(204,500)	199,599	-49.39
Fixed Assets	13,388	25,000	25,000	12,000	(13,000)	-52.00
Intrafund Transfers	(301,299)	(670,647)	(807,867)	(254,626)	553,241	-68.48
<b>Total Requirements</b>	<b>17,937,006</b>	<b>21,029,891</b>	<b>21,176,664</b>	<b>17,735,089</b>	<b>(3,441,575)</b>	<b>-16.25</b>
<b>Net County Cost</b>	<b>\$ 15,209,821</b>	<b>\$ 18,736,825</b>	<b>\$ 18,852,649</b>	<b>\$ 15,550,780</b>	<b>\$ (3,301,869)</b>	<b>-17.51%</b>

(1) Requirements include prior year encumbrances and expenditures. Therefore, the above totals may not match FY 2003-2004 projected requirements included in "At a Glance" (Which exclude these).

### Proposed Budget Summary of County Executive Office:

Revenues/Appropriations	FY 2002-2003 Actual	FY 2003-2004 Budget As of 3/31/04	FY 2003-2004 Projected <sup>(1)</sup> At 6/30/04	FY 2004-2005 Recommended	Change from FY 2003-2004 Projected	
					Amount	Percent
Charges For Services	\$ 78,669	\$ 49,866	\$ 2,223,298	\$ 43,624	\$ (2,179,674)	-98.04%
Miscellaneous Revenues	19,033	0	2,274	0	(2,274)	-100.00
Other Financing Sources	300,000	0	0	0	0	0.00
<b>Total Revenues</b>	<b>397,701</b>	<b>49,866</b>	<b>2,225,572</b>	<b>43,624</b>	<b>(2,181,948)</b>	<b>-98.04</b>
Salaries & Benefits	4,684,435	4,562,338	11,424,367	2,179,528	(9,244,839)	-80.92
Services & Supplies	2,333,452	4,149,942	10,030,539	3,461,928	(6,568,611)	-65.49
Services & Supplies Reimbursements	0	0	(404,099)	0	404,099	-100.00
Fixed Assets	0	0	25,000	0	(25,000)	-100.00
Intrafund Transfers	(272,072)	(169,071)	(807,867)	(29,698)	778,169	-96.32
<b>Total Requirements</b>	<b>6,745,814</b>	<b>8,543,209</b>	<b>20,267,940</b>	<b>5,611,758</b>	<b>(14,656,182)</b>	<b>-72.31</b>
<b>Net County Cost</b>	<b>\$ 6,348,113</b>	<b>\$ 8,493,343</b>	<b>\$ 18,042,368</b>	<b>\$ 5,568,134</b>	<b>\$ (12,474,234)</b>	<b>-69.14%</b>

### Proposed Budget Summary of County Financial Office:

Revenues/Appropriations	FY 2002-2003 Actual	FY 2003-2004 Budget As of 3/31/04	FY 2003-2004 Projected <sup>(1)</sup> At 6/30/04	FY 2004-2005 Recommended	Change from FY 2003-2004 Projected	
					Amount	Percent
Charges For Services	\$ 1,997,827	\$ 1,928,000	\$ 0	\$ 1,932,485	\$ 1,932,485	0.00%
Miscellaneous Revenues	3,117	0	0	0	0	0.00
Other Financing Sources	0	16,000	98,443	19,000	(79,443)	-80.70
<b>Total Revenues</b>	<b>2,000,945</b>	<b>1,944,000</b>	<b>98,443</b>	<b>1,951,485</b>	<b>1,853,042</b>	<b>1,882.35</b>
Salaries & Benefits	4,089,840	4,455,265	0	5,647,536	5,647,536	0.00
Services & Supplies	1,757,187	2,062,117	202,409	2,434,627	2,232,218	1,102.82
Services & Supplies Reimbursements	(243,424)	(367,000)	0	(204,500)	(204,500)	0.00
Intrafund Transfers	(3,000)	0	0	(62,062)	(62,062)	0.00
<b>Total Requirements</b>	<b>5,600,603</b>	<b>6,150,382</b>	<b>202,409</b>	<b>7,815,601</b>	<b>7,613,192</b>	<b>3,761.28</b>
<b>Net County Cost</b>	<b>\$ 3,599,659</b>	<b>\$ 4,206,382</b>	<b>\$ 103,966</b>	<b>\$ 5,864,116</b>	<b>\$ 5,760,150</b>	<b>5,540.39%</b>

### Proposed Budget Summary of Information & Technology:

Revenues/Appropriations	FY 2002-2003 Actual	FY 2003-2004 Budget As of 3/31/04	FY 2003-2004 Projected <sup>(1)</sup> At 6/30/04	FY 2004-2005 Recommended	Change from FY 2003-2004 Projected	
					Amount	Percent
Charges For Services	\$ 3,324	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Miscellaneous Revenues	393	0	0	0	0	0.00
<b>Total Revenues</b>	<b>3,717</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
Salaries & Benefits	780,683	1,232,013	0	812,440	812,440	0.00
Services & Supplies	542,917	962,581	110,338	936,581	826,243	748.83
Services & Supplies Reimbursements	(3,312)	0	0	0	0	0.00
Fixed Assets	13,388	25,000	0	12,000	12,000	0.00
Intrafund Transfers	(3,805)	(363,710)	0	0	0	0.00
<b>Total Requirements</b>	<b>1,329,870</b>	<b>1,855,884</b>	<b>110,338</b>	<b>1,761,021</b>	<b>1,650,683</b>	<b>1,496.02</b>
<b>Net County Cost</b>	<b>\$ 1,326,154</b>	<b>\$ 1,855,884</b>	<b>\$ 110,338</b>	<b>\$ 1,761,021</b>	<b>\$ 1,650,683</b>	<b>1,496.02%</b>

### Proposed Budget Summary of Infrastructure & Environmental Services:

Revenues/Appropriations	FY 2002-2003 Actual	FY 2003-2004 Budget As of 3/31/04	FY 2003-2004 Projected <sup>(1)</sup> At 6/30/04	FY 2004-2005 Recommended	Change from FY 2003-2004 Projected	
					Amount	Percent
Salaries & Benefits	\$ 0	\$ 146,215	\$ 0	\$ 283,915	\$ 283,915	0.00%
Services & Supplies	0	4,290	0	24,580	24,580	0.00
<b>Total Requirements</b>	<b>0</b>	<b>150,505</b>	<b>0</b>	<b>308,495</b>	<b>308,495</b>	<b>0.00</b>
<b>Net County Cost</b>	<b>\$ 0</b>	<b>\$ 150,505</b>	<b>\$ 0</b>	<b>\$ 308,495</b>	<b>\$ 308,495</b>	<b>0.00%</b>

## Proposed Budget Summary of Government & Public Services:

Revenues/Appropriations	FY 2002-2003	FY 2003-2004	FY 2003-2004	FY 2004-2005	Change from FY 2003-2004	
	Actual	Budget As of 3/31/04	Projected <sup>(1)</sup> At 6/30/04		Projected	
				Recommended	Amount	Percent
Charges For Services	\$ 224,798	\$ 216,757	\$ 0	\$ 139,200	\$ 139,200	0.00%
Miscellaneous Revenues	24	0	0	0	0	0.00
Other Financing Sources	100,000	82,443	0	50,000	50,000	0.00
Total Revenues	324,822	299,200	0	189,200	189,200	0.00
Salaries & Benefits	1,394,049	1,628,701	0	1,026,716	1,026,716	0.00
Services & Supplies	2,889,090	2,839,076	595,976	1,374,364	778,388	130.61
Intrafund Transfers	(22,421)	(137,866)	0	(162,866)	(162,866)	0.00
Total Requirements	4,260,718	4,329,911	595,976	2,238,214	1,642,238	275.55
Net County Cost	\$ 3,935,896	\$ 4,030,711	\$ 595,976	\$ 2,049,014	\$ 1,453,038	243.81%